

Focus this month:
*Accelerate the
transition to the
future force*

"People ask, 'How can you possibly [transform the Army to a modular force] in a time of war?' I can't see how we can afford not to change. We're expanding the Army by 30,000 people and adding 10 more combat brigades to provide our Soldiers a rotational tempo that makes sense for an all-volunteer force in a time of protracted conflict. ... We've made major inroads in transforming the current force brigades and their divisional headquarters. The Army modular force ... was not an over-the-weekend drill, where we locked everybody in, fed them pizza and Coke, and told them to come up with something; we cast a very wide net to get the best thinkers." — Gen. Kevin P. Byrnes, Training and Doctrine Command commanding general

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This month's focus: trends and training in TRADOC

Making the most of lessons learned

By Beth Reece/*Soldiers* On-Line

FORT LEAVENWORTH, Kan.

(TRADOC News Service, July 1, 2005) – In a time of change, Soldiers adjust. Steering the way is the Center for Army Lessons Learned.

"We offer more than observations – we give solutions," said Dan French, deputy director for CALL at Fort Leavenworth. "Warfare has changed and it's more complex than ever. Soldiers are trying to re-establish utilities and infrastructure at the same time they're engaged in battle."

CALL gives Soldiers an edge on the enemy by sharing proven tactics, techniques and procedures, or TTPs. Its staff of observers and analysts evaluate real-world missions in such places as Iraq and Afghanistan, then collaborate with units to define the best methods of engagement.

Lessons-learned arrive in Soldiers' hands through a variety of CALL products: handbooks, guides, newsletters and bulletins. The prime portal for these insights is the center's Website, <http://call.army.mil>.

"The amount of information on our site has exploded in the past year," said French. "We have things that are useful to Soldiers of all ranks and in all job specialties."

CALL covers every aspect of the military, from training and operational information to mission preparation and cultural awareness. As the Army's storehouse for lessons learned, CALL promotes information-sharing among leaders, training centers, and units rotating in and out of Iraq and Afghanistan.

"It's important that deployed division-level commanders and their staffs get a one on one with units next up for rotation,

About the cover:

Sgt. Scott Stout, Scout Platoon, 2nd Squadron, 278th Regimental Combat Team, searches a house for weapons and contraband near Tuz, Iraq. The Army plans to reposition its forces to accommodate a new modular structure, which includes creation of modular brigade combat teams to replace Cold-War era brigade structures. TRADOC designed the force structure for the modular BCTs. (U.S. Air Force photo by Staff Sgt. Suzanne M. Day)



Cultural awareness is one of many areas that CALL experts have helped define for Soldiers in such places as Iraq and Afghanistan. Here, Sgt. Sam Emery helps an Iraqi army soldier conduct a cordon-and-search mission in a Baghdad market.

especially as they get closer to transfers of authority," French said.

Because missions can be dangerous and enemies switch tactics, incoming units need the most current information available, he added.

"So commanders leaving the area are telling new units, 'This is what's really going on. This is what you're about to step into,'" French said.

The spread of CALL reps throughout the Army helps foster change in the right places at the right times, French said. Information acquired by embedded reps is fed to CALL observation detachments at training sites, for example. This leads to instant replication of real-life scenarios and updates in how opposing forces challenge Soldiers in training.

"Both (National Training Center) and (Joint Readiness Training Center) had

pretty robust urban operations capabilities before the war. Now they've got tunnels, waterways and even Iraqi natives who are roleplaying so leaders learn how to negotiate," said French.

"Training centers used to have 'canned' live-fire exercises. Now they have live-fire convoy training. One of the things we try to push to units is that the M-16 is just not a good weapon to fire from inside a humvee. But the M-4 is quite nice – compact and very maneuverable," he added.

CALL gathers the newest TTPs from direct and indirect sources – direct coming from collection and analysis teams, or CAATS, formed by CALL, and indirect being shared by Soldiers wanting others to benefit from their hard-earned knowledge. Not a week passes without a Soldier volunteering information, said James Walley, the senior military analyst for

CALL's Actual Operations Branch.

"We give this information the same importance as if one of our own CAATs went to the field to gather it," he said. "When a Soldier sends us something, we take it seriously."

CAATs are six- to 15-member teams formed to collect information on predefined issues within a specific subject area. CALL assigns one of its own members as an operations officer or noncommissioned officer, and subject-matter experts throughout the Army are handpicked to fill in as team chiefs and observers.

The teams create collection plans, or operating orders, to identify issues they'll research while in the theater of operations. They also review the Army's universal task list for a full view of tactical skills associated with the subject. This helps pinpoint exactly where necessary changes should be made to training or doctrine.

After 30 to 90 days in theater, CAATs return to Leavenworth to produce initial-impressions reports, then pamphlets, guides or handbooks that Soldiers can apply to their home-station training and mission preparation.

"Some units take pieces of different CALL-prepared packets and put together their own products, something Soldiers can put right in their pockets," Walley said.

In addition to CAATS, CALL has attached liaison officers to the divisions in Iraq, and two liaison officers to the multinational headquarters in Afghanistan. This facilitates more rapid sharing of TTPs.

"We've got people on the ground all the time, so if we get a request for information on checkpoint operations, for example, we can have one of our 'embeds' go out to

units and see what they're currently doing," French said.

In addition to embeds positioned with units in Iraq and Afghanistan, CALL has attached liaison officers to units in Iraq. CALL also pairs embeds with continental United States-based units undergoing transformation. And when units conduct after-action reviews for unique missions, CALL is often there to collect the information.

CALL was established in 1985 after an Army studies group headed by Col. Wesley K. Clark was tasked to analyze the Army's ability to adapt its forces to local combat conditions. Clark reported that the collection of lessons learned was uncoordinated, and that information reached the field slowly – if ever.

"Now the Army has an ability to speak to itself, to pass necessary information to those who need it when they need it," said CALL analyst Dr. Lon Seglie.

As troops headed into Iraq, CALL folks followed. "It was the right time for us to step in and show what we could really do," Seglie said.

CALL reps were then feeding daily reports about the successes and failures of units heading into war to analysts back at Leavenworth.

"We saw great value in having someone from our staff dedicated to doing just that," French said. "It's hard to do this when you're a platoon leader trying to lead your Soldiers in combat."

The staff has grown from 52 to 140 members, and while some guides and newsletters are still produced on paper, the Web is CALL's primary – and fastest – way of spreading information.

CALL representatives say unit leaders can make the most of CALL by entrusting one person to regularly check updates on the CALL Website. The heavy volume of information put out by the center can make navigating the site difficult, French said, although continual redesigns of the site are intended to simplify the search.

Among CALL's customers are Reserve and National Guard Soldiers.

"They're among our biggest customers because they don't have a base infrastructure they can go to for information," French said. "We also have a section on the site dedicated to family readiness."

CALL also accepts requests for information via e-mail and using on-line tools. Some inquiries may need extensive research, but CALL's goal is to get answers into requesters' hands within 48 hours. Deployed Soldiers, of course, have priority.

"Soldiers don't always have time to do the research on their own, or they have limited time and are frustrated by how much information we have on a given subject," said Walley. "When a Soldier in Iraq or Afghanistan is looking for information, we can usually provide it much quicker than he can find it on his own."

Despite its current wartime focus, CALL will continue collecting and sharing lessons learned even after Soldiers' presence in the Middle East dwindles.

"Without CALL, I think we'd have lost a lot more people in this current war, especially with the constant turnover," said Seglie. "We've made a difference by getting information to Soldiers when they needed it most."

Army announces repositioning plans

By Sgt. Sara Wood/American Forces Press Service

WASHINGTON (TRADOC News Service, July 27, 2005) – The Army announced its plans July 27 for repositioning its forces to accommodate a new modular structure, which includes transferring more than 50,000 soldiers to the United States by the decade's end.

This repositioning, the largest since 1939, is in conjunction with the Army's creation of modular brigade combat teams, which are replacing Cold-War era brigade structures, said Gen. Richard Cody, Army vice chief of staff.

In a Pentagon press briefing July 27, Cody outlined the positioning of the BCTs and what affect that will have on installa-

tions, units and families. The most significant force-structure change will be the transfer of more than 50,000 soldiers from overseas locations to the United States by the end of the decade. Most of these forces will come from Europe, Cody explained, with the 1st Infantry Division returning to Fort Riley, Kan., and the 1st Armored Division relocating to Fort Bliss, Texas.

Both divisions are now based in Germany.

Fort Bliss will see the largest increase in troops, gaining about 20,000 between 2006 and 2009, said Ray DuBois, special assistant to the secretary of the Army. In addition to the 1st AD soldiers being restationed there, 1st Cavalry Division is

building a new brigade that will join the 1st AD after a deployment to Iraq.

Fort Bliss will see the biggest growth in troop numbers because it has 1.2 million acres of maneuver areas – 40 percent of the Army's total – that are not being used to their full potential, Cody said. With the new structure, those training areas will be optimized to increase readiness.

Another notable change will be at Fort Carson, Colo., which will gain two brigades of the 4th Infantry Division and the 2nd Brigade of the 2nd Infantry Division, which is redeploying from Iraq. The 2nd Brigade, formerly in Korea, will be redesignated as part of the 4th ID. Including the one 4th ID brigade already there, this will give Fort Carson a total of four 4th ID brigades.

New BCTs will be formed at Fort Drum, N.Y.; Fort Polk, La.; Fort Richardson, Alaska; Fort Bliss, Texas; Fort Riley, Kan.; Fort Knox, Ky.; and Fort Bragg, N.C. The brigade at Fort Richardson will be a Stryker brigade, and when it returns from an upcoming deployment, it will put on the patch of the 25th Infantry Division, Cody said. The 2nd Armored Cavalry Regiment also will be converted into a Stryker brigade and will be moved to Germany.

DuBois said the decisions about where to position the BCTs were based on three factors: Army modularity, the secretary of defense's Integrated Global Presence and Basing Strategy and the recommendations of the Base Realignment and Closure Commission. The result of these changes will be a more expeditionary force better equipped to meet its obligations and fight the war on terror, Cody said.

At the same time, these changes are being made with military families and quality of life in mind, he explained. "This is really about the well-being of our Soldiers and their families," he said, "to provide them stabilization and predictability."

These changes will provide stabilization because they will centralize a division at one location, enabling soldiers to stay at the same installation for four to five years, Cody said. He also stressed that moves will not be scheduled until the Soldiers redeploy to their original location, ensuring that Soldiers and families will move together.

The changes are complex, Cody said, but the essence is to realign the Army to



Special Assistant to the Secretary of the Army Raymond F. DuBois briefs the active brigade combat team stationing plan with Army Vice Chief of Staff Gen. Richard Cody at the Pentagon July 27. The announced plan is part of the Army's largest restructuring since World War II. (Photo by Monica Barrera/Army News Service)

where it needs to be to meet modern operational requirements.

"What this finally does for us is get the Army structure set to the realities of the 21st century," he said.

The Army is moving from a division-centric force to a brigade-centric one, DuBois explained, and that gives the opportunity for units from different divisions to be mixed and matched for deployments. As a result, whole installations won't be left empty when a division deploys, he said.

In total, the number of BCTs in the Army will increase from 33 to 43 and will be spread throughout the United States and Europe, DuBois said. These BCTs will be categorized into three types: Stryker, heavy and light. Some will be re-patched and some re-stationed, but they will all maintain their unit heraldry and lineage, he said.

Ninety percent of these changes will be done by 2007, Cody said, with Fort Bliss being the last base to be finished.

Around the command: People, initiatives and milestones

Germany shows gratitude to U.S. Army

By Cheryl Boujnida/Army News Service

WASHINGTON (TRADOC News Service, July 1, 2005) – Germany showed its commitment to the U.S. Army when its embassy officials presented the nation's second-highest service award June 29 to an American general.

German Ambassador Wolfgang Ischinger presented Gen. Kevin P. Byrnes, U.S. Army Training and Doctrine Command's commanding general, with the Federal Republic of Germany's Knight Commander's Cross of the Order of Merit at a ceremony. The award was presented to Byrnes on behalf of Germany's chancellor, Gerhard Schroeder.

"We are truly thankful for his personal commitment, which was the driving force of intensified positive military relations between the United States of America and Germany," said Col. Heinz Feldmann, Army attaché to the German embassy.

Byrnes, who assumed the duties of TRADOC commander in 2002, works with the German Army Liaison Organization, also located at Fort Monroe, Va.

Feldman said that over the past few years, joint projects initiated and supported by Byrnes enabled them to reach a level of comprehensive bilateral cooperation that is of paramount importance to the German army and "a strong pillar of the transatlantic bridge."

"In times that were difficult for both armies, he proved to be a true friend by appreciating Germany's points of view and maintaining a high level of mutual relations. Inspiring fresh initiatives with a professional touch, he focused on maintaining and improving interoperability between our forces," Feldmann said.

"This impacts our Army because it underscores the continuing strong

cooperation and mutual support between the German and American armies," Byrnes said.

Byrnes stressed that the two armies have been together for a very long time supporting past missions associated with the Cold War, and will continue to take on future missions together in a post-Cold War era.

"The future is about multinational operations. We need to focus on training, leadership development and command and control," he added.

He explained both armies work together everyday, and although the mutual cooperation is not prominent in the press, it is the expectation of American and German citizens.

"We should all be proud of the work accomplished behind the scenes. We show that in times of conflict, we can work together to accomplish the mission and secure our citizens' privileges," Byrnes said.

Feldman said, "We're fighting the war on terrorism with America, too – our soldiers total 2,000 in Afghanistan. It's paramount that Germany has the support of and access to the U.S. Army."

Hubertus von Puttkamer, rear admiral defense attaché, said personal contact is



German Ambassador Wolfgang Ischinger presents the second highest award of his nation to Gen. Kevin P. Byrnes, U.S. Army Training and Doctrine Command's commanding general, for fostering German-American relations. Ischinger presented the award on behalf of Germany's chancellor, Gerhard Schroeder. (Photo by Jeremy Bigwood)

essential to good relations with a country.

"Many people here have relatives or friends in Germany. Those personal connections unite us," von Puttkamer said. "The bonds between Germany and America are very strong. Our friendship is a reflection of the heart, which is more important than the brain – we will continue to express our heartfelt loyalty to one another."

Mountain warfare training in Afghanistan

Story and photo by Sgt. Tara Teel

JERICHO, Vt. (Soldiers On-line, July 7, 2005) – Instructors from the Army Mountain Warfare School in Vermont have deployed to Afghanistan for the first time to share their knowledge and expertise in mountaineering and high-altitude survival at forward operating bases around the country.

More than 200 Soldiers have so far been trained how to deal with cold weather and its effects on equipment, how to recover caches from wells and caves, how to evacuate patients from wells and caves, how to cross fast-flowing alpine streams.

“Since the winters can be very harsh in Afghanistan, one of the main topics in the course is how to live and survive in extremely cold weather,” said Staff Sgt. Larry Garner, an instructor. “We teach them how to use the snow to their advantage, such as for leverage in evacuating a casualty or as anchor points for repelling.”

Not just infantrymen go through the

training. The instructors also train explosive-ordnance disposal personnel, medics, cooks and even mechanics. And the training always begins with the basics: knot tying. Knowing how to tie knots and understand what they are used for is the basic necessity for any operation using ropes, said Staff Sgt. Christopher Bushway, another AMWS instructor.

“We go to the units and ask them about their concerns, their missions and the difficulties they have with the environment,” said Bushway. “Then we teach them how to perform the necessary tasks better and safer.”

The instruction had to be integrated into the units’ already busy training schedules. The longest training period with a unit was seven days with Soldiers from the 3rd Battalion, 116th Infantry Regiment, and the 25th Infantry Division – back at the Vermont schoolhouse, courses are two weeks long.

“The Soldiers don’t have a lot of mountaineering gear on hand,” Garner

said. “We teach them that every tool they have has more than one use. And we teach them how to be more effective with what they do have, and how to do it safely.”

In September, five other instructors will deploy to continue the mountain-warfare training.

(Editor’s note: The Army Mountain Warfare School, administered by the Vermont Army National Guard and located at Camp Ethan Allen, is the only school that awards the skill-qualifications identifier of “E,” military mountaineer, for both Active and Reserve Components. Since it is an infantry-skills course, the Infantry Center’s Website (www.benning.army.mil) outlines more information on the two-week course, which is one of the most physically and mentally demanding training the Army conducts. The course includes snowshoeing, skiing, ice climbing, medevac rescue, navigation, knots and cold-weather survival.)



Soldiers from 3rd Battalion, 116th Infantry Regiment, learn new techniques to evacuate a casualty in the snow -- and other mountain-warfare skills -- during the winter in Ghazni, Afghanistan, with the aid of instructors from Vermont-based Army Mountain Warfare School.

Around the Army: Military news service articles that have TRADOC relevance

Army UAV Center of Excellence to be at Rucker

By Carrie David/Army News Service

WASHINGTON (Army News Service, July 15, 2005) – The U.S. Army Aviation Center at Fort Rucker, Ala., has been designated as the new Army Unmanned Aerial Vehicle Center of Excellence.

A Joint UAV Center of Excellence was also announced July 8 by the Defense Department, and it will be established at Creech Air Force Base, Nev.

"We realized we needed an integrating hub for all these installations that have a UAV component," said Brig. Gen. Jeffrey Schloesser, director of the Army Aviation Task Force located at the Pentagon. Currently, 12 Army installations have a UAV mission.

A total of 574 UAVs are now being used in the Afghanistan and Iraq theaters, Schloesser said. The vehicles are used for reconnaissance, surveillance and intelligence-gathering missions, as well as for the adjustment of artillery and mortar fire.

Types of UAVs include the hand-launched Raven, the larger Shadow, the Hunter UAV with a wingspan of 29 feet, and a single huge I-Gnat system with a wingspan of 48.7 feet.

The Army UAV center "will ensure that all Army UAV activities are cohesive, coordinated and in support of current and future warfighting requirements," Schloesser said.

"Because this is such a growing field, we don't see any resources leaving any ... installations," Schloesser said. "UAVs are so important to the way we are fighting now and the way we think we will fight, we expect to see growth at these installations."

But the designation of Rucker as the new UAV Center of Excellence will see no noticeable change in the current structure or resources there, he said.

The U.S. Army Aviation Center and Fort Rucker commander, Brig. Gen. Edward J. Sinclair, will serve as the chairman of the UAV board of directors.

"Each installation will provide a representative as a member of this board," Schloesser said. "That is the ultimate in



Cpl. Jerry Rogers, Scout Platoon, 1st Battalion, 13th Armor Regiment, 3rd Brigade, 1st Armored Division, prepares to launch a Raven unmanned aerial vehicle June 21 in Taji, Iraq. The Raven has cameras located in the nose cone and can relay video back to the operator in real-time. It is used for tactical reconnaissance against insurgents in the area. (U.S. Air Force photo by Tech. Sgt. Russell E. Cooley IV)

partnering, and it is meant to take advantage of the capabilities and core functions that are occurring throughout these different installations so we reduce redundancy."

Installations with a UAV mission and represented on the board include:

- Fort Huachuca, Ariz.;
- Fort Eustis, Va.;
- Fort Benning, Ga.;
- Aberdeen Proving Ground, Md.;
- Redstone Arsenal, Ala.;

- Fort Monmouth, N.J.;
- Fort Knox, Ky.;
- Fort Gordon, Ga.;
- Fort Sill, Okla.;
- Fort Leonard Wood, Mo.;
- Fort Lee, Va.; and
- Picatinny Arsenal, N.J.

"We needed one voice to be able to represent UAVs, not only at headquarters here, but as we become more Joint, to the Joint centers of excellence and the Joint structure," Schloesser said.

'Families First' will transform Soldiers' moves

By LaWanda York/Military Surface Deployment and Distribution Command Public Affairs

ALEXANDRIA, Va. (U.S. Transportation Command News Service, July 14, 2005) – Packing, handling and shipping personal belongings is a great concern for servicemembers when relocating. Yet, the process of moving servicemembers' household goods has remained virtually unchanged for many years.

To modernize this process, the Military Surface Deployment and Distribution Command is developing a new process called Families First and is scheduled to launch the benefits phase of the program Feb. 1, 2006.

"We are extremely proud to introduce this absolutely transformed personal property program that will provide many benefits and safeguards to individual servicemembers," said Maj. Gen. Charles W. Fletcher Jr., commander of SDDC and leading proponent for Families First.

Mobilization and relocation is a reality of military life for servicemembers and their families. It can be very stressful. Families First is designed to alleviate some of this stress by involving servicemembers in the process and giving them a voice in how their personal property is moved.

Working with the military services, Office of the Secretary of Defense and Congress, SDDC partnered with the trade associations of the American moving industry to create Families First. "Families First is dedicated to supporting the armed forces' most important stakeholders: the military and civilian service customers," said Thomas Hicks, program director for personal-property moves for SDDC. "Our commitment to the warfighter runs parallel to our support to the invaluable work provided by American and international transportation-service providers."

Every year, about 500,000 servicemembers and civilian employees move to new duty stations – this is the biggest moving population in the United States. However, transportation-service providers are presently selected based on the lowest cost with little consideration for performance.

Under Families First, transportation offices will use a "best value" approach that focuses on performance. Most of the moving business will be awarded to transportation-service providers who do the best work as measured by the customer. That customer, the service-

member, has the opportunity to complete a Web-based customer-satisfaction survey to measure the performance of their movers. This gives the servicemember a voice in how his or her household goods are shipped.

"We all share the goal of providing the best customer service to those who deserve it the most: the American servicemember," Hicks said. "Families First unites the moving industry, the services and SDDC in a sensible and cooperative manner to achieve this goal. This is a win-win approach for both the customer and the provider."

Based on the Web survey results, transportation-service providers providing the best service will receive the most business. In turn, this emphasis on customer satisfaction stimulates better quality work from all transportation-service providers, according to Hicks.

Families First adopts a 'best value' approach that focuses on performance; movers who do the best work as measured by their military customers will receive the Army's contracts.

But Families First does not stop at a Web survey. According to SDDC officials, the program will also promote customer satisfaction through:

- Full-replacement value for property lost or damaged beyond repair. Currently, servicemembers may receive only a depreciated value for property lost or damaged beyond repair in a move. In the new program, a member is entitled to the current replacement value of the item. As an example, a five-year-old television with a replacement cost of \$200 would currently be valued at only \$100 if lost or damaged beyond repair. The \$200 replacement cost is depreciated at 10 percent a year. Under full-replacement value available once the Families First program begins, the transportation-service providers will either replace the lost or damaged item with a new item, or reimburse the servicemember the full cost of a new one.

There are some exceptions where the transportation-service provider may replace the lost or damaged item with a comparable used item. The exceptions are boats, personal watercraft, ultralight aircraft, pianos, musical organs, firearms, art objects, all-terrain vehicles and snowmobiles.

- Direct claims settlement between the servicemember and transportation-service provider. Today, moving claims are handled through the closest military claims office. In Families First, servicemembers file a claim directly with the transportation-service provider using SDDC's Web-based claim-filing process, a part of SDDC's new Defense Personal Property System. If no settlement is reached within 30 days, a servicemember may transfer the claim to the servicing military claims office.

In all claims processing, Families First has a maximum transportation-service provider liability limit of \$50,000, up from the current \$40,000.

- Web-based counseling option. Presently, servicemembers receive pre-move information from the local transportation office or the Department of Defense pamphlet *It's Your Move*. In Families First, servicemembers have an additional option and convenience to receive pre-move counseling through SDDC's Web-based Defense Personal Property System.

- Increased emphasis on direct deliveries, reducing temporary storage requirements. Families First will encourage door-to-door moves with the goal of sharply reducing temporary storage. Temporary storage results in additional handling, delay and expense, all of which increases risk to the shipment, Hicks said. "Under the new program, we will work closely with the services to synchronize member relocations so most moves may be door-to-door," Hicks said. "This initiative emphasizes customer convenience and reduces the need for the double handling of property."

Families First provides a payment-program feature that automates payments to transportation-service providers. The introduction of automated PowerTrack payments for transportation-service providers enables them to be paid for their moves within five to seven days. This important program feature will especially benefit the small-business-owner sector of the moving industry, since PowerTrack will assist their business operations by eliminating payment delays and providing a consistency to their cash flow.

"Families First represents a dramatic change in the way we do business," Hicks said. "The greatest challenge is managing business among competing firms."

To follow the implementation of Families First and to keep apprised of the business rules as they develop, go to the SDDC Webpage at www.sddc.army.mil and click on the Families First link.

Iraqi recruits, junior leaders graduate

KIRKUSH, Iraq (American Forces Press Service, July 14, 2005) – A new crop of Iraqi soldiers and leaders completed their training at Kirkush Military Training Base July 13.

Basic Combat Training Class 11 held a ceremony to celebrate the completion of the eight-week course. The Iraqi Training Battalion trained the group of more than 990 recruits.

The Iraqi instructors focus on basic infantry skills the soldiers will need in securing their nation. Graduates will join units throughout Iraq.

The same day, the base also held a passing-out ceremony to celebrate the tandem graduations of the Iraqi Army's squad-leader and platoon-sergeant courses. More than 230 soldiers completed the squad-leader course, and 42

graduated the platoon-sergeant course.

Soldiers from across Iraq attended the four-week courses run by the Iraqi Training Brigade. The courses are designed to foster leadership in the growing Iraqi noncommissioned officers corps.

The graduates will return to be junior leaders in base defense units across Iraq.

BRAC 2005: Panel adds bases for closure, realignment consideration

By Gerry J. Gilmore/American Forces Press Service

WASHINGTON (American Forces Press Service, July 20, 2005) – The 2005 Base Realignment and Closure Commission voted to add several military installations to a list for closure consideration during July 19 hearings at the Dirksen Senate Building here.

The previous day, senior Defense Department officials provided testimony before the commission regarding the merits of keeping open various military organizations.

At the start of the July 19 hearing, BRAC Commission Chairman Anthony Principi noted his commission might tab more installations for consideration for closure or realignment.

However, "We are not here today to produce a final list of closures and realignments," Principi said, noting the commission wouldn't submit a complete list of bases affected by this round of BRAC until late August.

Bases the BRAC commission added during the July 19 hearing to the list for consideration to close or realign include:

- Naval Air Station Brunswick, Maine;
- Navy Broadway Complex, San Diego;
- Naval Master Jet Base, Naval Air Station Oceana, Va.;
- Pope Air Force Base, N.C.;
- Galena Airport Forward Operating Location, Alaska;
- Defense Finance and Accounting

Service facilities located at Buckley Annex, Colo.; Columbus, Ohio; and Indianapolis;

- Naval Postgraduate School and Defense Language Institute, Monterey, Calif.;
- Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio;
- Bureau of Navy Medicine, Potomac Annex, Washington, D.C.;
- Air Force Medical Command, Bolling Air Force Base, Washington, D.C.;
- Tricare Management Activity, Office of the Surgeons General Military Departments, and the Office of the Secretary of Defense for Health Affairs, all in Virginia.

During the hearing, the commission also voted not to place several installations on the list for possible closure or realignment. For example, commission members voted to exclude the Marine Corps Recruit Depot in San Diego, the Naval Shipyard in Pearl Harbor, Hawaii, and Moody Air Force Base, Ga., from consideration for closure or realignment under the 2005 BRAC Act.

All bases identified for possible realignment or closure will be reviewed before a final commission vote on all BRAC-identified installations is taken in late August.

On May 13, Defense Secretary Donald H. Rumsfeld submitted his BRAC recommendations that 33 military installations be closed and 29 realigned out of a total of 318 bases. The additional bases identified by the commission for consideration for closure or realignment, Principi noted, will

be added to the secretary's list.

The BRAC commission's additions weren't made to second-guess Rumsfeld's picks, Principi emphasized, but instead demonstrate the commission's efforts to take a broader view of what other bases may be closed or realigned.

"Our deliberations today may add more bases for further consideration – and consideration only – not because we have determined that we need to realign or close more bases than the secretary of defense has recommended, but because we want to make sure the best possible closure or realignment choices are made consistent with the criteria established in law," Principi said.

President George W. Bush appointed the independent BRAC commission April 1. The commission is obligated to "consider all options" for base closures or realignments, Principi said at the July 19 hearing.

Under the 2005 BRAC Act, the principle criteria for keeping bases open, or closing or realigning them, is military value.

The nine-member BRAC commission panel is obligated to send its recommendations to the president by Sept. 8. The president has until Sept. 23 to accept all recommendations or reject all of them. Congress will have 45 days to accept the president's recommendations or reject them whole. The Defense Department will be obligated to act on all congressionally approved recommendations.

Accessions 2005

Recruiting focus of CSA meeting in Seattle

Story and photo by Lt. Col. Michael Negard

SEATTLE, Wash. (Army News Service, July 8, 2005) – Less than two months after a Seattle high school was in the national spotlight for its attempt to bar military recruiters from the school, Army Chief of Staff Gen. Peter Schoomaker met with about 70 community officials in Seattle.

In May, Garfield High School's Parent-Teacher-Student Association voted for a resolution to bar recruiting on the high-school campus. When recruiters returned to the school, they were met by protests from parents.

The July 1 event at Seattle Seahawk's Quest Field, sponsored by the Army's Seattle Recruiting Battalion, was aimed at exposing Congressional staff members, law-enforcement officers, retired military, business managers and academic administrators to some of the issues facing the Army.

But with the Army having just met its June active-duty and Army Reserve recruiting goals for the first time in four months, the discussion quickly turned to recruiting, re-enlistment and the future of the all-volunteer force.

"We really challenged ourselves to grow the Army, and we placed the bar very high," said Schoomaker, referring to last year's increased end-strength authorization of 512,400, up 30,000 from the previous year. "It's the additional 30,000 Soldiers that's challenging us."

In responding to a Seattle TV reporter's question about how he viewed attempts by groups to ban military recruiters from high schools, Schoomaker responded it was intrusive and unfortunate.

"It's their right to act that way," Schoomaker said. "I trust people will make the best decision if they are provided the options. I think that providing a person the opportunity to at least see what the options are so they can make their choices is important."

"What we're finding out through surveys and other means is that this generation wants to serve," he said. "And when they do, we find this is an extraordinary generation of young people with tremendous talents who are serving with a great



Army Chief of Staff Gen. Peter Schoomaker talks to Seattle community leaders about recruiting.

deal of honor and effectiveness. Overwhelmingly, these young people are serving with a great deal of honor and pride and to a great effect. We have a great armed force and one that reflects America's values."

The resolution currently posted on Garfield High School's Website states the PTSA's concerns are to protect young students from the life-and-death decision that military service presents. Members of the PTSA object to the current war in Iraq and fear that recruiters may not present a realistic picture of military life. They also disagree with policies they feel discriminate on the basis of sexual orientation.

The resolution states, however, that each Garfield student should be made aware of – and be assisted in accessing – appropriate and affordable career opportunities and educational programs, including those about the military.

The No Child Left Behind Act, signed into law by President George W. Bush in 2002, requires local educational agencies receiving assistance under the Elementary and Secondary Education Act of 1965 to give military recruiters the same access to secondary-school students as they provide to postsecondary institutions or to pro-

spective employers.

The educational agencies are also generally required to provide students' names, addresses and telephone listings to military recruiters when requested. However, parents of students may "opt out," or object to the information being released to recruiters without their prior written consent.

While the Active Component and Army Reserve met and surpassed their recruiting goals of 5,650 and 3,610 respectively for the quarter, active-duty recruiting remains about 7,800 short of its year-end mission, while the Army Reserve is 2,300 below its annual goal.

"I think we are hearing a drumbeat of the Army not making its goal. I think it's important to know we set the bar high and the fact that we just came out of a period this spring that has been historically low," said Schoomaker. "I think the glass is more than half full on this, but everyone wants to talk about the 16 percent we are still reaching for. We're still optimistic we are going to do it, but it's going to continue to be a challenge."

But recruiting is only half of the end-strength equation, Schoomaker said. Re-enlistment remains well above the goal,

with Soldiers re-upping at significantly high rates across the Army.

At the end of June, Active Component re-enlistment was at 105 percent of its year-to-date goal, with more than 112 percent of their year-to-date goals achieved for the National Guard and Reserve.

"Those who have been deployed are the ones who we are retaining at the highest rate," said the Army chief of staff. "So given the opportunity to serve, people are finding out how important it is to be part of something that's bigger than them and how rewarding it is to serve and to be

surrounded by others like them who they can trust and who have the same values and pride."

(Editor's note: Negard serves as the public-affairs and media adviser to Gen. Peter J. Schoomaker, Army chief of staff.)

June recruiting, retention stats up for all services

By Donna Miles/American Forces Press Service

WASHINGTON (American Forces Press Service, July 11, 2005) – Recruiting and retention rates were up in June for all the services in both the Active and Reserve Components, Defense Department officials announced July 11.

The release of June recruiting and retention statistics for all four services today came as welcome news following a spring slump for the active Army and the Reserve Components.

The June recruiting and retention numbers reflect "a lot of hard work," particularly on the part of Army recruiters, Bill Carr, acting deputy undersecretary for military personnel policy, told American Forces Press Service.

"But we still have a long way to go," Carr said, not only to meet year-end recruiting goals, but also to attract recruits to enter the military in fiscal 2006 through

the Delayed Entry Program.

The Army had hoped to enter fiscal 2005 with 30 percent of its new Soldiers already recruited through DEP but came up 12 percent below projections, Carr explained. That left recruiters scrambling to make up the gap, he said.

The Defense Department continues to work with Congress to increase incentives available to recruiters as they work to fill the military's ranks. "We need a better, stronger toolkit of recruiting and retention incentives for recruiters," Carr said.

DoD is encouraging Congress to approve increasing the ceiling on enlistment bonuses from \$20,000 to \$40,000, he said. It's also hoping to boost retention bonuses to entice trained servicemembers to stay in the military.

In June, the Army outreached all the other services in the Active Component, reaching 109 percent of its mission by enlisting more than 6,157 new Soldiers.

The Navy, Marine Corps and Air Force all exceeded their June goals as well, recruiting more than 4,500, 4,100 and 2,400 members, respectively, defense officials reported today.

In addition, all services met or exceeded their overall active-duty retention goals for June.

Four of the six Reserve Components exceeded their June recruiting goals, with only the Army National Guard and Navy Reserve falling short of their missions, officials said.

June statistics for reserve forces attrition are not yet available, but officials said the lower-than-projected losses that occurred in May were expected to continue into June.

However, the Army and Air National Guard both reported retention rates that exceeded their June goals – 106 percent for the Army National Guard and 110 percent for the Air National Guard.

Brigade's re-enlistments in Iraq exceed expectations

By Sgt. 1st Class Peter Chadwick/Division Support Brigade Public Affairs Office

CAMP TAJI, Iraq (American Forces Press Service, July 7, 2005) – All leaders should be involved in retention if they believe in the volunteer Army, an Army career counselor stationed in Iraq with 3rd Infantry Division said.

"It's every leader's job," said Sgt. 1st Class José A. Urbáez of 87th Corps Support Battalion.

On point with the Army's retention program, Urbáez' Division Support Brigade unit is leading a calculated charge at keeping good Soldiers "in boots" here.

The support brigade is second only to the Aviation Brigade for the most re-enlistments in 3rd Inf. Div. for Operation Iraqi Freedom 3, said Master Sgt. Robert D. Morris, DSB re-enlistment noncommissioned officer.

Morris said the unit re-enlisted 260

percent of its goal for January to March. The brigade's mission was for 50 Soldiers; they re-enlisted 130.

Since April, the support unit has retained in excess of 550 Soldiers, said Morris. By the end of their deployment to OIF 3, DSB is looking forward to retaining 904 Soldiers to cover their total mission.

But the 87th CSB, nicknamed "Base Warriors," doesn't seem to be satisfied with just "making mission." Urbáez said his battalion has already made its retention mission in one category and overproduced in another.

The battalion is at 100 percent of its goal for mid-career Soldiers and 114 percent for Soldiers at the career level. Mid-career Soldiers have re-enlisted at least once and have 10 or fewer years in service at the end of their current term of service, Morris said. Careerists have served 10 or more years at the end of their current term of service.

The 87th CSB is at 78 percent of its goal for initial-term Soldier re-enlistments.

The 92nd Engineer Battalion, a DSB unit currently detached to the 36th Engineer Group, actually has a better percentage than the 87th but is on a mission for fewer numbers.

Units get their mission from the Department of the Army based on eligible Soldiers vs. the needs of the Army, said Morris. Everything is on a fair-share basis, he added.

Morris said the Army first calculates what the service's endstrength needs will be at the end of the fiscal year in September, factoring in possible losses like retirement, and then "back plans" from there. Mission requirements are passed down through each level of command. It goes from corps to division, division to battalion and so on until each commander down to the company level is given a retention mission.

Morris said the strength of the retention program reflects the chain of command. "We have strong chain-of-command support all the way from the colonel and command sergeant major down to the platoon sergeants and platoon leaders," Urbáez said.

Capt. James E. Gannon, commander of 94th Maintenance Company, recognizes how important the leaders at the platoon and shop level are. "They influence the people who work for them," said the Richland, Wash., native, whose company is at an astounding 400 percent of mission for careerist re-enlistments.

"I don't think we have a secret recipe," said Gannon, whose unit is nicknamed the "Hard Chargers."

Gannon said retaining good Soldiers starts with the daily operations of the unit. There's a lot of good going on every day, said Gannon. The supervisors make sure people feel appreciated for their efforts.

Gannon has pictures of Soldiers who were selected as "Hard Charger of the Week" posted on his door — just one way of making sure members of his company are recognized.

Spc. Sheldon P. Nicholas, a turret mechanic with the Hard Chargers, is certain he makes a difference. "I'm pretty good at what I do," Nicholas said. He added that he plans to re-enlist in the next couple of weeks.

Nicholas said he is re-enlisting for stabilization at Fort Stewart with the

"school option," a division commander's program that allows soldiers at Fort Stewart, Ga., to have about six months of college while on active duty.

"The benefit to the Army is a better-educated Soldier," Urbáez said. "The benefit to the Soldier is more education and promotion points."

Nicholas, who will soon be promoted to sergeant, wanted the stabilization for his wife and children. "I want to provide for my family," he said. Nicholas will also be getting a cash bonus.

Urbáez said 104 of 114 Soldiers re-enlisting in his unit received a bonus. The bonuses average about \$10,000 and are tax-free when they're awarded in a combat zone.

Official seeks support from Congress, parents in recruiting

By Sgt. 1st Class Doug Sample/American Forces Press Service

WASHINGTON (American Forces Press Service, July 20, 2005) — The Defense Department's head of Reserve affairs told the House Armed Services subcommittee on military personnel that the Reserve Component will need help from Congress as well as "Mom and Dad" to meet its recruiting goals in testimony here July 19.

In a prepared statement, Thomas F. Hall, assistant secretary of defense for Reserve affairs, stated that while the Reserve and Guard components have seen "improvement" in recruiting in recent months and that overall retention "remains solid," the all-volunteer force faces a "challenging recruiting environment."

"If you can see your way clear to do so, I would encourage each of you to communicate to your constituents the value of service before self," Hall told the lawmakers. A dropping "propensity to enlist" among young people eligible for military service must be reversed for the all-volunteer force to succeed, he said.

Hall pointed to the pressures of high operational tempo, especially in what he called "high demand, low density" units in support of the Global War on Terrorism, the scarcity of prior-service recruits, and a rapidly recovering business climate as the reasons it has been difficult to achieve recruiting goals.

According to Hall, in 2004 four of the six DoD Reserve Components met or

exceeded their recruiting goals. Today, however, those services are seeing mixed results, he said.

DoD figures show that in the first nine months of this fiscal year, four of the six Reserve Components have fallen short of their recruiting goals.

Through June, with a little over two months to go to meet its quotas, the Army National Guard is at 77 percent of its recruiting goal. The Army Reserve is at 79 percent, the Naval Reserve is at 92 percent, and the Air National Guard is at 83 percent.

Only the Marine Corps Reserve (100 percent) and Air Force Reserve (114 percent) are above their quotas to date.

"Collectively, we are facing challenges, but we are taking necessary steps to resolve problems," Hall said in his statement.

Due to the realities of war, he acknowledged, parents, teachers and other influencers have been less inclined to recommend that young people join the military. Emphasizing the value, nobility and necessity of service to the nation is one way to reverse the trend, Hall said.

"Our efforts to recognize the value of service should help this over time," he said. But an improving economy and lower unemployment historically have adversely affected recruiting even in peacetime, he said.

High retention rates in the Active Components have not helped the Reserve Component situation, Hall said. He

explained that fewer servicemembers are separating from the Active Components, "and fewer of those who do separate are affiliating with the Reserve Components."

Hall said the Army, which may be having the most difficulty, is aggressively attacking this problem by adding recruiters. The service has authorized 1,900 Army National Guard recruiters and 734 Army Reserve recruiters by the end of the fiscal year. In addition, Hall noted, stronger incentives such as increased enlistment bonuses for both prior-service and non-prior-service recruits has helped with recruiting, as well as advertising that targets parents and influencers.

Hall recognized legislators for their support, stating that recruiting and retention has been helped by a 3.1 percent pay raise, increases in the housing allowance which reduced average out-of-pocket expenses to zero, and targeted increases in pay and allowances for servicemembers fighting the war in Iraq and Afghanistan and other dangerous places.

But more is needed, Hall said. He solicited the subcommittee's support for several legislative proposals the Defense Department is formulating to enhance recruiting. Those proposals include paying incentives to get servicemembers leaving the military after fulfilling their active-duty obligation to join the Guard and Reserve.

He also requested support for a proposed increase in hardship-duty pay for Reserve and Guard members, along with

an increase in the allowable amount offered under the Selective Re-enlistment Bonus program. In September 2003, the Army announced and implemented a special re-enlistment bonus program in Iraq, Afghanistan, Kuwait and South Korea. Through May, more than 14,500 Soldiers had signed up for the Present Duty Assignment Selective Re-enlistment Bonus by re-enlisting to stay with units in Afghanistan, Iraq, or Kuwait. The Army's current program offers bonus amounts up to \$15,000 to Soldiers in these locations, he said.

"With good success, the Reserve Components are encouraging eligible members to re-enlist for the increased re-enlistment bonuses while they are in Iraq or Afghanistan to take advantage of the favorable tax treatment of those bonuses," Hall said.

He also said two provisions in House versions of the Fiscal Year 2006 defense-spending bill would very positively affect

Reserve Component recruiting. The first would repeal the current affiliation bonus authority and combine it with the non-prior service accession bonus. This would provide up to \$10,000 to individuals separating from the active forces with remaining military service obligation, and agreeing to serve in the selected Reserve for a period of not less than three years in a critical skill, unit or pay grade.

"We believe this will help us overcome the current shortfall in individuals transitioning from active to Reserve service," Hall said.

The second provision would authorize a critical-skills retention bonus for selected Reserve members similar to the current critical-skills retention bonus available to the Active Components.

"This bonus authority would permit us to target those skills by offering bonuses to members who agree to serve in those skills for at least two years," he explained. Servicemembers would be limited to

receiving \$100,000 over an entire Reserve career under this authority, he said.

"This amount is half of the career limit of \$200,000 for Active Component members for a similar bonus authority," he said. "We are certain this bonus authority will help us retain the right members in the right skills."

Meanwhile, Hall said, the Defense Department is trying to highlight the value of military service by developing a public-affairs campaign focusing on bolstering patriotic fervor.

He said the campaign will be aimed at "Mom and Dad, and Grandma and Grandpa, of that 'Greatest Generation,' to heighten the awareness and value of military service."

"If we can target parents, grandparents and others to influence the support of their children's and grandchildren's decision to serve, we will have turned the corner," he said.

'Army Values' concept sells in tough recruiting environment

By Donna Miles/American Forces Press Service

NEW YORK (American Forces Press Service, July 6, 2005) — It was an exciting afternoon at the Times Plaza Recruiting Station here in downtown Brooklyn as three newly recruited Soldiers stopped by the station one last time before shipping off for training.

Four recruiters gathered around the three young women — two headed to basic training and one to advanced individual training. Amid a flurry of congratulations and farewells, the recruiters rattled off a few more tidbits of last-minute advice as the new recruits prepared to begin their service.

"That's beautiful," said Staff Sgt. Marc Pierre as he watched the new Soldiers file out of the station, bags in hand. But as a five-year recruiter working in a tough recruiting market in a difficult recruiting environment nationwide, Pierre also acknowledged, "That's work, and that's time."

No sooner was the celebration over than it was time for the recruiters to get back to work, pulling another 12- to 14-hour day manning the phones and pounding the pavement in search of

qualified recruits to fill the Army's ranks.

Staff Sgt. Lavone Anderson, commander of the Times Plaza Recruiting Station, can't remember a more challenging time to carry out that mission.

Her first recruiting stint, five years ago, was in Columbia, S.C., a typically pro-military Southern community with Fort Jackson at its doorstep. A plaque hanging in Anderson's office acknowledges the 16 months straight when her recruiting station reached its recruiting goal, or "mission" in Army-speak.

But here in the Northeast and at a different time, it's a far different — and more challenging — recruiting environment, she said. There's a large high-school dropout rate here, and many would-be recruits have had run-ins with the law that disqualify them from military service. The economy is on the upswing, so civilian jobs are more plentiful.

And perhaps most significantly, there's concern about the war in Iraq and Afghanistan.

Anderson was recruiting in Florence, N.C., on Sept. 11, 2001, when terrorists launched attacks against the World Trade Center, just across the Manhattan Bridge from her current recruiting station. She

watched the influx of people suddenly wanting to join the military. Some who'd already signed up and were waiting for the airports to reopen so they could ship off to basic training expressed interest in changing their job classifications to infantry.

"People wanted to join left and right," agreed Pierre, who watched the same phenomenon here in New York.

Some, who'd previously been turned away because they didn't meet the Army's standards, tried to enlist again, expecting that the standards had dropped. "They were surprised the standards hadn't changed," Pierre said.

But the initial fervor didn't last, and interest in joining the Army remains lukewarm here, as reflected on a board on Anderson's wall that tracks recruits. "Last year at this point, we had almost double what we have now," she said.

The Global War on Terrorism poses challenges to Anderson and her fellow recruiters, she acknowledged. "I don't like to use the war as an excuse, but rather as an explanation," she said.

In response, Anderson said she and her staff have learned to adapt and to use creative new techniques to attract recruits.

They man the phones for hours a day, using lists of high-school students to plant the idea of joining the Army and, hopefully, to set up an appointment to meet face-to-face to talk about it.

They “blitz” particular neighborhoods when they see the numbers start to dip there, handing out “Army of One” business cards and flyers about the Army. They participate in local Chamber of Commerce activities. They set up tables at job and college fairs, anywhere they can get the Army’s name out there and meet potential recruits. They set up basketball championships and give away free Army T-shirts to the winners. Sometimes they’ll bring a humvee into a special venue and blast hip-hop music to draw a crowd.

“We do this kind of thing all the time. It gets us seen in the community and creates a positive image,” she said. “And the key (to recruiting) is to be seen in the community.”

Yet for all their effort, the New York recruiters often fall short of their recruiting mission – one that’s actually increased while interest has waned. The last time the station met its quarterly mission for both the Active and Reserve Components was March 2004, Anderson said.

This past quarter, the office exceeded its mission of recruiting seven Reserve Component Soldiers by one but reached only 44 percent of its active-duty goal. Instead of getting 11 active-duty recruits, they wrote contracts for seven.

That puts a lot of pressure on Anderson and her staff, who run one of the biggest stations within the New York City Recruiting Battalion. “If this station doesn’t do well, the whole battalion is short,” she said.

That can be particularly tough on recruiters, who were selected for the job because they were top performers in other Army specialties.

“All these recruiters are professionals who excelled before they got here, and

they want to continue to succeed,” Anderson said. Keeping them motivated takes training, mentoring and coaching. “You have to build a team to keep them going,” she said.

One of their biggest obstacles, Anderson and her fellow recruiters agree, is getting parents, church members, guidance counselors and other adults who influence a young person’s decision to join the military to support the idea. Their biggest misgiving, she acknowledged, is that their loved one or friend will be sent off to war.

Anderson said she understands their concerns and explains to them that while joining the Army can indeed mean a young Soldier will go into harm’s way, it doesn’t guarantee it.

She checks troop-deployment numbers regularly and shares the numbers with potential recruits, putting them into context of the total number of Soldiers in the force.

“People think that as soon as you put on the uniform, you’re going to Iraq,” said Pierre. “When they ask, ‘Am I going to war?’ I tell them it’s a possibility, yes. You have to be straight on, because if you’re not straight on, you send up a red flag.

“But the bottom line,” Pierre said, “is that this is not the Boy Scouts or the Girl Scouts. It’s the United States of America’s Army. And our primary goal is to defend the country.”

Anderson said the best approach for recruiters to reach their audience – potential recruits and influencers alike – is to be honest and upfront and share their personal Army experiences. “You have to sell yourself and tell your story,” she said. “They can sense the genuine integrity in the person.”

But while selling the Army, Anderson is quick to point out that military service is not for everyone. “It’s a huge, life-altering decision” to join, she said, and one she

encourages potential recruits not to take lightly.

While encouraging a thoughtful decision to enlist, recruiters are using a whole new approach to recruiting, she said. Army recruiters used to pitch tangible things like pay, bonuses, the Army College Fund and the opportunity to travel.

Anderson said this focus caused potential recruits to lose sight of why they were joining the Army and, in some cases, to get disillusioned by what they found. “But we don’t do that anymore,” she said.

Since last March, the focus has turned to selling Army values: attributes like loyalty, duty, selfless service, honor, integrity and personal courage.

Anderson said that message is resonating with a lot of potential recruits. “The idea of values, traditions and service to country works,” she said.

Lauren Sylvester, an 18-year-old Soldier headed to Fort Sam Houston, Texas, to complete her AIT, said that message convinced her to follow in her mother’s footsteps and join the military.

“The way the world is right now, you can die at a party or go to a club and get killed,” she said. “If I die for my country, there’s a lot more honor and respect in dying for a cause.”

Emily Ballesteros, a 19-year-old headed to Fort Jackson for basic training, said her friends were “shocked” at her decision to join the Army but supported her nonetheless.

“I knew in the back of my mind that I could end up in Iraq, but there wasn’t really a question of that affecting my decision to join,” she said. “I’ve wanted to join the military for a long time, and I want to be able to serve my country.”

Anderson said these are exactly the types of recruits today’s Army needs.

“What we’re getting kids to see is that Soldiers aren’t just ordinary people,” she said. “They’re extraordinary people.”

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Last blast: Fireworks and American pride come early for Ross

WEST POINT, N.Y. (July 1, 2005) – At West Point, as part of the military program, our players go out to the U.S. Army for a period of time to learn about the different types of jobs they could have and to serve with Soldiers. Since many players from our [football] squad were conducting this training at [Fort Sill, Okla.], Kevin Anderson and I decided to make the trip. I saw our players, but I also saw so much more!

As a former Army officer in 3rd Armored Cavalry Regiment, I had been to military bases and had conducted military training, but what I saw over the two days while I visited Fort Sill has given me a new appreciation for what our Soldiers, sergeants and officers do every day. I was humbled.

From the ceremonial cannon used by the horse-drawn Half Section to the most sophisticated computer simulations, cannons and rockets, we saw it all. It was impressive. Not that there was ever any doubt in my mind, but I now know firsthand that our Army is the best-equipped and -trained in the world.

As impressive as the technology was, it was the people who really made the trip so special. I was impressed by our cadets, who had temporarily traded in their football helmets for Kevlar helmets and briefed me at each training site on what type of training "their" unit was conducting. Right beside them were "their" sergeants and officers who have accepted them as "their" own.

We watched a basic-training unit running the obstacle course in 100-degree heat. They were having a run-off between the platoons for bragging rights. The excitement and energy at the course was no less than that of the Army-Navy Game or the Super Bowl!

A four-man team per platoon ran the course for time and, without prodding, the rest of the 40 Soldiers in the platoon ran next to "their" team. After the first run-through, I met a Soldier who had just finished running for his platoon. He was 39 years old! Most of the Soldiers going through basic training were 18. I asked him why he joined the Army. He replied with the truest sincerity: "To serve

my country, sir." I was overwhelmed and did something out of instinct that I had not done in more than 40 years – I rendered the hand salute I had learned so many years ago and said, "We salute you!" It just seemed right.

At the next training site, we watched the Bayonet Assault Course. Another grueling test of skill and stamina, but the new Soldiers who were training in the same 100-degree heat were so motivated. It was inspiring.

As we were leaving the course, I heard someone call my name and, when I turned around, there were two Soldiers standing there with a group of six more a few paces behind. My attention was immediately drawn to the Soldier who I assumed called my name. He had to have been 6 feet, 5 inches tall, and I thought to myself, "I wonder if he has any eligibility left?"

He had asked his drill sergeant if he could meet me because he, too, was a coach. It turns out he was a high-school teacher and coach in Alabama. He was 33 years old! When I asked him why he joined, without hesitation he too replied that he wanted to serve his country. He said he had two sisters who lived in New York near the World Trade Center, and he wanted to protect them and do his part to make sure nothing like 9-11 happened again. I was overwhelmed.

The Soldier next to him was his battle buddy. They always stick together, and the group behind was their squad. They were an inseparable team, and it was my true privilege to meet them.

I saw so much more than our players at Fort Sill. I saw why our nation and our Army is so great. Teamwork is my business, and I have been on many teams, but I am more proud than I have ever been to be on the Army team and part of the Army family. My sincerest thanks to all the Soldiers, sergeants and officers who made our visit to Fort Sill so special, and thanks to all the Army family all over world for what you do every day to keep us all safe and free. Happy Fourth of July! Go Army!

Coach Bobby Ross

U.S. Military Academy head football coach



NEXT MONTH'S CALENDAR

Event	Date	Location
Field Artillery School change of command	Aug. 5	Fort Sill, Okla.
Quartermaster School change of command	Aug. 11	Fort Lee, Va.
Infantry School change of command	Aug. 12	Fort Benning, Ga.



TRADOC FOCUS AREAS MARCH THROUGH DECEMBER

- Access the "right" force (featured in June 2005 **TRADOC Perspective**)
- Continue to be responsive to the Army
- Implement the training strategy to increase the rigor and relevance of training
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force (featured in March 2005 **TRADOC Perspective**)
- Accelerate the transition to the future force (featured in July 2005 **TRADOC Perspective**)